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# 2002 Army Modernization Plan

## Annexes

### Introduction

The main body of this *Army Modernization Plan* discusses how the Army plans to transform itself over time into the Objective Force. This plan is focused on implementation of Army Transformation, the purpose of which is to preserve the Army's ability to execute the National Military Strategy and preserve its full spectrum dominance in the changing strategic and operational environment. The evolutionary development of today's Army into light and heavy forces has left a capability gap in the mid-intensity area of the spectrum of operations. This is the area where success requires both responsiveness, achieved by rapid deployment and arriving ready to fight, and a high level of military capability in the form of lethality, tactical mobility, and survivability.

Two of the Transformation paths, Legacy Force and Interim Force, directly address maintaining the Army's combat superiority in fighting and winning our wars decisively and fielding an element that can address a near-term capability gap. Selective modernization and recapitalization of the existing Legacy Force is designed to maintain and improve our war-winning edge over any potential adversary. At the same time, we are fielding a complementary set of units, the IBCTs, that fills the existing capability gap between responsive light and special purpose forces and the dominant lethality and survivability of our heavy forces.

The end state, however, remains the future Objective Force, which will be a multi-role force fully capable of dominating any enemy in any environment. The Objective Force embodies the characteristics required for dominant superiority across the entire spectrum of conflict—responsiveness, deployability, lethality, survivability, agility, versatility, and sustainability. The IBCTs are a part of the solution, but until we can field the Objective Force we must maintain all of the capabilities inherent in our light, interim, and heavy forces.

Once fielded, the Objective Force will provide the Nation's leaders with an Army of units that possess the best characteristics of the heavy and light forces. They will be enabled by a system of systems that inherently contains all of the capabilities found in the various pieces of today's Army, yet requires far less logistical support to function at high efficiency. Objective Force leaders will also provide our nation an invaluable resource. Future full spectrum operations will demand adaptive, self-aware leaders and an increased range of missions and distributed environments will emphasize the decentralization of decision-making. This environment will require enhanced teamwork and leader team building skills and independent, small-unit action will require heightened interpersonal skills especially at junior leader levels. Increased ambiguity and complexity of future operational environments will

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demand leaders with fully developed critical thinking skills. Leader development transformation will include the development and validation of interventions that strengthen and accelerate the acquisition of cognitive and interpersonal skills critical for successful leadership in the Objective Force. These tools will support self-development, institutional training, and leader development in units. They will focus on personnel assignments—right place, right time, guided and supported self-development, and simulation environments that include virtual experiences.

This future force, like the Army of today, will be designed and expected to operate as part of a joint team of forces from all Services, as well as most likely a part of a multinational combined operation. *Joint Vision 2020 (JV 2020)*, published in June 2000, serves as the guiding framework for how the joint forces, including the Army's Objective Force, will operate in the future strategic and operational environment.

### **Joint Vision 2020: Conceptual Framework for Full Spectrum Dominance**

*JV 2020* guides the continuing transformation of America's Armed Forces in the 21<sup>st</sup> Century. The overall goal of Army Transformation is the creation of a force that is dominant across the full spectrum of military operations—persuasive in peace, decisive in war, preeminent in any form of conflict. *JV 2020* describes the operational concepts necessary to shape

our joint forces to meet the Nation's strategic goals.

The overarching focus of *JV 2020* is Full Spectrum Dominance achieved through the interdependent application of Dominant Maneuver, Precision Engagement, Focused Logistics, and Full Dimensional Protection. Attaining that goal requires the steady infusion of new technology, early testing and evaluation that produces a body of knowledge and learning to enable technology, and modernization and replacement of equipment. Materiel superiority alone, however, is not sufficient. Of greater importance is the development of doctrine, organizations, training and leader development, and Soldiers that effectively take advantage of the technology.

The evolution of these elements over the next two decades will be strongly influenced by two factors. First, the continued development and proliferation of information technologies will substantially change the conduct of military operations. These changes in the information environment made information superiority a key enabler of Transformation. Second, U.S. Armed Forces will continue to rely on a capacity for intellectual and technical innovation. The pace of technological change, especially as it fuels change in the strategic environment, will place a premium on our ability to foster innovation in our people and organizations across the full range of joint operations.

*JV 2020* lays out the concept for future joint warfare. It has five central functional imperatives that the joint force and its land power component must be able to

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do to execute the future fight. These imperatives, expressed as essential capabilities, are the following:

- Dominant Maneuver—the ability of joint forces to gain positional advantage with decisive speed and overwhelming operational tempo in the achievement of assigned military tasks.
- Full Dimensional Protection—the ability of the joint force to protect its personnel and other assets required to decisively execute assigned tasks.
- Precision Engagement—the ability of joint forces to locate, discern, and track objectives or targets; to select, organize and use the correct systems to engage or attack; and to generate desired effects, assess results, and reengage with decisive speed and overwhelming effect as required throughout the full range of military operations.
- Focused Logistics—provide the joint force the right personnel, equipment, and supplies in the right place, at the right time, and in the right quantity, across the full range of military operations.
- Information Superiority—the attainment of superior information flow that supports mission objectives.

We must continue to invest in and develop new military capabilities where needed to make our Army faster, more lethal, and more precise in 2020 than it is today. The following annexes to the 2002 *Army Modernization Plan* outline the Army's major efforts to equip the force to achieve the operational capabilities of Dominant Maneuver, Full Dimensional

Protection, Precision Engagement, Focused Logistics, and Information Superiority. These equipping efforts are combined into an overall Materiel Annex that is subdivided along these *JV 2020* imperatives. Army Transformation and modernization, however, is not solely about materiel, and subsequent annexes are devoted to describing the comprehensive nature of Army efforts to synchronize efforts across the breadth of a total solution. Specifically addressed in separate annexes are the critical elements of Doctrine, Training and Leader Development, Installations, Personnel, Force Structure, Space, and Homeland Security. Collectively, these annexes describe the Army efforts needed to make Transformation successful.

## Structure of Annexes

There are eight annexes included with this year's *Army Modernization Plan*. The first one summarizes equipping efforts to support implementation of Army Transformation, and it is organized along a *JV 2020* construct. It describes how the Army's functional areas provide the requisite capabilities to support the respective operational concepts. The next five annexes address key aspects of the total solution to transforming the force—Doctrine, Training and Leader Development, Installations, Personnel, and Force Structure. The final two annexes are devoted to a full spectrum functional area, Space, and to an area of increased urgency today, Homeland Security. Following is a listing of these eight annexes:

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**Annex A: Materiel**

**Annex B: Doctrine**

**Annex C: Training and Leader  
Development**

**Annex D: Installations**

**Annex E: Personnel**

**Annex F: Force Structure**

**Annex G: Space**

**Annex H: Homeland Security**

## **Summary**

The Army is not about equipment. More than any other Service, the Army's capability is embodied in organizations made up of Soldiers and leaders who employ equipment to accomplish mission-essential tasks. That is why Transformation is about Army leaders, their ability to motivate Soldiers within their units to perform to the best of their abilities, and, finally, about the tools that they need to perform those tasks. The Transformation strategy ensures that adequate organizational capabilities are aligned with the range of tasks the Army must be prepared to perform.